

Seattle's Comprehensive Plan Update – City Staff Recommended Change Matrix

Economic Development Element

Economic Development

Existing Goal Number	Proposed Goal/Policy Number	Proposed Goal/Policy	Rationale
EDG1	EDG1	Add <u>approximately 93 thousand</u> jobs in the city over the 20-year period covered by this Plan, in order to alleviate and prevent economic distress in the City and to ensure long-term economic security and social equity to all Seattle residents.	Updated job goals and eliminate redundancy.
New Goal	EDG2	<u>Recognize that Seattle's high quality of life is one of its competitive advantages and promote economic growth that maintains and enhances this quality of life.</u>	Places quality of life as a core value to the cities economic development efforts.
New Goal	EDG3	Support the Urban Village Strategy by encouraging the growth of jobs in Urban Centers and Hub Urban Villages and by promoting the health of neighborhood commercial districts.	Aligns city's growth management strategy with economic development goals.
EDG2	EDG4	Accommodate a broad mix of jobs, while actively seeking a greater proportion of living wage jobs that will have greater benefits to a broad cross-section of the people of the City and region.	No Change.
EDG3	EDG5	Encourage the growth of <u>key</u> economic sectors that build on Seattle's economic resources <u>competitive advantages</u> to provide sustained growth in the future.	Simplified goal statement. Specific sector criteria are included in Economic Development policies deal with sectoral strategies.
EDG4	EDG6	Develop a highly trained local work force that can better effectively competes for meaningful and productive employment, earns a living wage and meets the needs of business.	Clarity – existing wording implies workforce starts at a weak position. New language communicates the need for ongoing training to meet changing workplace needs.
EDG5	EDG7	Create <u>Foster</u> a positive business climate in Seattle <u>by ensuring adequate public services, infrastructure,</u> and high-quality	This goal has been made into two separate goals. One dealing with the role of city services and infrastructure in promoting a positive business climate and one addressing the

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		customer service.	need for financial resources to support business growth.
New Goal	EDG8	<u>Promote access to working capital and other forms of financial assistance, in order to build a stronger economic future for all Seattle citizens and to nurture entrepreneurship, innovation and business growth.</u>	See above.
EDG6	Deleted	Ensure that the infrastructure needed to support the economy is in place.	Combined with new EDG7.
EDG7	EDG9	Maintain a <u>Seattle's competitive edge over other regions in fostering a positive environment for international trade.</u>	Clarity, simplification.
EDG8	EDG10	Recognize Seattle's cultural resources including institutions, art organizations, traditions, historic resources and creative people as important contributors to the city's economic vitality.	No change.
EDG9	EDG11	Encourage vitality and growth in <u>Support the retention and growth of the industrial sector, retain existing businesses and firms, and actively seek to</u> in order to support retention of existing businesses, including small firms and attract new industrial businesses. and to expand close in employment and training opportunities for Seattle residents.	Simplification. Expansion of close in employment and training opportunities for Seattle residents is addressed in goals – EDG3 and EDG6.
	Discussion	A strong Seattle and Puget Sound economy is a critical underpinning of a positive future for Seattle <u>and is a central component of the Urban Village strategy. The Comprehensive Plan promotes a sound economy through planning for future growth in ways that maintain the city's high quality of life, by directing facilities and services to areas that support jobs, and by identifying and encouraging economic sectors that offer the best</u>	Edited to emphasize relationship of Urban Villages to Economic Development, reinforce Sectoral strategies, and establishes that a Strategic Action Plan will identify the implementation program for this element. Other edits were for clarification.

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		<p><u>opportunities for new job creation and future economic growth.</u> A diverse and stable economy can offers long-term economic opportunity and social equity to all Seattle residents.</p> <p>City government has limited ability to <u>directly</u> influence the economy, and thus must be strategic in its activities and use of resources. <u>Through a Strategic Action Plan, the City will implement its economic development policies and undertake economic development initiatives that build on its competitive economic advantages to enhance its economic base.</u> Realizing the increasingly international nature of the local economy and the pace of technological change, the City will monitor the economy and will periodically alter and refine the goals and policies in this element in response to on-going changes in the economy. <u>The Comprehensive Plan contains a number of goals and policies in other elements that support economic development. Land use policies, housing policies, human service and capital facilities policies all contribute to a quality of life and support a positive climate for economic growth. Of particular importance are goals and policies found in the Transportation Element.</u> The City's transportation system and City investment decisions on transportation are significant to the accomplishment of economic development goals. Rail, shipping, air, and truck transport of goods are vital links to economic activity, especially import and export activities. The transportation element of this plan addresses these issues in greater detail.</p>	
Urban Village Strategies			

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	Discussion	<p>Discussion: Central to the City’s economic development efforts is the Urban Village strategy. Through the Urban Village strategy, future growth is directed to areas that are supported by strategic investments in facilities and services to support this growth. . By focusing growth in Urban Centers, Hub Urban Villages, and Residential Urban Villages, this approach leads to greater proximity of jobs to housing, adequate transportation and other infrastructure to support both business and neighborhood needs. Similarly, by directing industrial businesses to Manufacturing and Industrial Centers, the city is able to more efficiently and effectively deliver services and invest in infrastructure that supports these businesses.</p> <p>While the City devotes attention to economic development in ways which benefit the broad spectrum of firms and major institutions, by necessity the City needs to focus its efforts because of the scarce resources available for economic development. The following policies address ways in which the City will focus its economic development efforts in different parts of the City. Strategies and activities vary from one part of the City to another, depending on the circumstances within a particular geographic area. In order to appropriately focus its efforts over the lifetime of the Comprehensive Plan, the City intends to monitor the economy and to periodically amend the Comprehensive Plan so that policies reflect shifts in the economy as well as changes that occur in geographic areas of the City.</p>	Reframes geographic strategies to reflect overriding Urban Village strategy of Comprehensive Plan.

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Subheading		1. Economic Development and the Urban Villages Strategy	With addition of a subelement dealing with Sectoral strategies subheadings are no longer necessary.
ED35	ED1	Strive to maintain the economic health and importance of downtown as the economic center of the City and the region and home to many of Seattle's vital professional service firms, high technology companies, regional retail activity, as well as cultural, entertainment, convention and tourist facilities.	No change.
ED36	ED2	Pursue opportunities for growth and strategic development, where appropriate, in urban centers and hub urban villages, which are planned for the greatest concentrations of jobs and job growth outside of downtown.	No change.
ED37	ED3	Strive to provide a wide range of goods and services to residents and businesses in urban centers and villages by encouraging appropriate retail development in these areas.	No change.
ED38	ED4	Use cultural resources as a tool for stimulating economic development in Seattle's neighborhoods, as these resources provide attractions that can draw people to and enhance public perception of an area.	No change.
Subheading		2. Manufacturing and Industrial Redevelopment and Growth	With addition of a subelement dealing with Sectoral strategies subheadings are no longer necessary
ED39	ED5	Use plans adopted for the Manufacturing and Industrial Centers to help guide investments and policy decisions that will continue to support the retention and growth of industrial activities in these areas. Continue collaboration with both geographically-focused	No change.

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		and citywide organizations representing industrial interests so that the needs and perspectives of this sector can be recognized and incorporated, as appropriate, into the City's actions and decisions.	
ED40	ED6	Work with other levels of government and with the private sector to support and encourage the cleanup of contaminated soil and other environmental remediation associated with the re-use or expansion of industrial sites.	No change.
ED41	ED7	Strive through efforts with other public jurisdictions to address the problems of site assembly, infrastructure improvements and traffic congestion which may inhibit industrial expansion in industrial areas.	No change.
ED42	ED8	Strive to assist industrial firms in addressing capital needs through mechanisms such as the issuance of Industrial Development Bonds or by expanding small business financing programs to assist manufacturers.	No change.
Subheading		3. High Technology Clusters	
ED43	ED12	Seek ways to create a local business environment that promotes the establishment, retention, and expansion of high-technology industries in the city. Where possible, look for opportunities to link these businesses to existing research institutions, hospitals, educational institutions and other technology businesses.	Moved to Sectoral Strategies subelement.
ED44	ED13	Seek ways to assist clusters of related businesses in advanced manufacturing, information technology and biotechnology to collaborate more closely with one another and to market	Moved to Sectoral Strategies subelement.

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		themselves as magnets for capital, research talent and high-skill jobs.	
ED45	ED14	Seek ways to support technology transfer and other efforts that increase the global competitiveness of Seattle's exporters in advanced manufacturing, information technology, biotechnology and services in cooperation with other jurisdictions and with major education and research institutions.	Moved to Sectoral Strategies subelement.
ED46	ED15	Preserve and support continued use of suitable shoreline areas for water-dependent and related businesses involved in ship-building and repair, fisheries, tug and barge, provisioning and the cruise-ship industries.	Moved to Sectoral Strategies subelement.
ED47	ED16	Support national policies which stabilize maritime industries and promote their expansion.	Moved to Sectoral Strategies subelement.
ED48	ED9	<p>Strive to address the special needs of areas in Seattle that historically have experienced less economic opportunity and that have high concentrations of people living in economic hardship.</p> <ul style="list-style-type: none"> a. Seek to provide resources to assist in planning for distressed communities and assist low-income areas in developing and implementing economic development strategies. b. Attempt to gain State and Federal Special Area designations for lower-income Seattle communities where such designation can confer tangible benefits. c. Target programmatic resources, including small business 	No change.

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		<p>capital access and entrepreneurship training programs, as well as new infrastructure investment toward the economic development objectives of distressed areas.</p> <p>d. Support the role of community-based organizations in planning and implementing economic development activities in distressed communities.</p>	
Sectoral Strategies			
Discussion	New	<p>The City's ability to affect the local economy is limited because local economic conditions are the result of national and international economic forces outside the control of the City. Nevertheless, the city possesses competitive advantages and economic resources that can be used to promote a growing local economy. By identifying key sectors of the economy in which the city has a competitive advantage, the City can take specific actions to promote the local economy.</p>	
New Policy	ED10	<p>Encourage key sectors of Seattle's Economy that provide opportunities for long term growth. Criteria for identifying sectors to support include the following:</p> <ul style="list-style-type: none"> ♦ Pay higher-than-average wage levels, ♦ Bring new capital into the economy, reflecting multiplier effects other than high wage, ♦ Have reasonably good future growth prospects, ♦ Involve a cluster of businesses engaging in similar activities, 	<p>Criteria in this policy was previously included in Economic Development Goal 3 but is a good policy foundation for sectoral strategies.</p>

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		<ul style="list-style-type: none"> ♦ Use quality environmental practices, or ♦ Diversify the regional economic base. 	
ED15	ED11	Recognize the importance of tourism and its support of international trade as well as its contribution to the health of the Seattle retail core.	Previously included in Business Climate subelement.
ED43	ED12	Seek ways to create a local business environment that promotes the establishment, retention, and expansion of high-technology industries in the city. Where possible, look for opportunities to link these businesses to existing research institutions, hospitals, educational institutions and other technology businesses.	Previously included in Geographic Strategies subelement.
ED44	ED13	Seek ways to assist clusters of related businesses in advanced manufacturing, information technology and biotechnology to collaborate more closely with one another and to market themselves as magnets for capital, research talent and high-skill jobs.	Previously included in Geographic Strategies subelement
ED45	ED14	Seek ways to support technology transfer and other efforts that increase the global competitiveness of Seattle's exporters in advanced manufacturing, information technology, biotechnology and services in cooperation with other jurisdictions and with major education and research institutions.	Previously included in Geographic Strategies subelement.

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ED46	ED15	Preserve and support continued use of suitable shoreline areas for water-dependent and related businesses involved in ship-building and repair, fisheries, tug and barge, provisioning and the cruise-ship industries.	Previously included in Geographic Strategies subelement.
ED47	ED16	Support national policies which stabilize maritime industries and promote their expansion.	Moved to Sectoral Strategies subelement.
Labor Force Education, Development and Training			
Discussion		While not having direct control over the education of its citizens, the City has a responsibility to advocate actively on their behalf. A skilled and competitive work force is important to the city's growth and prosperity. <u>While not having direct control over the education of its citizens, the City has a responsibility to advocate actively on their behalf.</u> The following policies encourage employers, employee organizations and education and training institutions and agencies to provide all Seattle residents opportunities for training and retraining. Certain policies related to education and employability development may be found in Section D of the Human Development Element.	Clarity.
ED1	ED17	Continue to w Work with the Seattle Public Schools to improve the quality of public education and increase the likelihood that all young people will complete high school having achieved the competency needed to continue their education or enter the work force.	Clarity

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ED2	ED18	Facilitate the creation of coalitions of business, labor and educational institutions, including community colleges, to develop competency-based education and training programs for Seattle community members that are targeted to <u>the</u> needs of business. This may include vocational training programs, apprenticeship programs, entrepreneurial skills training, customized on-site training and technical and vocational preparatory programs at the high school level.	Clarity. Facilitate the creation of coalitions of business, labor and educational institutions, including community colleges, to develop competency-based education and training programs for Seattle community members that are targeted to <u>the</u> needs of business.
ED3	ED19	Support employability development and entry-level and career employment efforts for low income youth and adults, people of color, women, individuals with disabilities and the homeless.	No change.
ED4	ED20	Encourage opportunities for people in training or working to meet their dependent care needs.	No change.
ED5	ED21	Promote regional approaches to better link individuals in distressed communities with job resources and living wage job opportunities in growing employment sectors (See policies related to Geographic <u>Sectoral</u> Strategies later in this element).	Aligns with sectoral strategies.
ED6	ED22	Encourage the development of training programs for people currently employed so they may improve the skills they use in their current jobs or expand their skills into new arenas.	No change.
ED7	ED23	Encourage and facilitate the development of programs for dislocated workers to assist in a successful transition to new jobs.	No change.
ED8	ED24	Strive to increase access to literacy development and English-as-a-Second Language programs for those in need of assistance in	No change.

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		overcoming literacy and language barriers to employability.	
ED9	ED25	Encourage educational and training institutions to provide education in foreign languages, geography and international affairs in order to enable people to better function in the international economy.	No change.
ED10	ED26	Offer apprenticeship and other workplace learning opportunities in Seattle City government, with particular emphasis on providing access to low income youth and young adults from diverse cultures and races.	No change.
Business Climate			
Discussion	Discussion	A positive relationship between government, residents, and business is important to the well-being of the City. Business needs cover the range from those of major employers and institutions to small businesses.	
ED11	ED27	Foster a positive entrepreneurial environment for business start-up and expansion and support the retention of Seattle's existing business and major institution base. Focus foremost on the health of local business and, where appropriate, recruit or attract outside business.	Clarity. The “focus” statement is irrelevant to promoting an entrepreneurial business climate and retention and expansion of existing business.
ED12	ED28	Support the development of Seattle's major public and non-profit institutions because they contribute to a diversified economy, bring living wage jobs, <u>stimulate</u> new <u>economic</u> activity, and supply capital into the <u>local</u> economy, develop and promote advanced technology, and provide substantial public benefits and needed services to Seattle's residents. Balance this support with	Clarity. That this policy is balanced with interests and needs of surrounding neighborhoods is addressed in other policies, such as LU XX.

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		the interests and needs of the surrounding neighborhoods and other goals of this plan.	
ED13	ED29	Support Seattle's artists, arts organizations, and institutions because of their significant contributions to the city's healthy business climate; their role in creating a cultural environment that attracts other living wage employers, as well as tourists, to the region; and the substantial benefits they provide to Seattle's residents and communities.	No change.
ED14	ED30	Recognize the importance of the business climate in efforts to encourage the expansion of international trade in Seattle and the region. Consider support of programs to expand export opportunities for goods and services through the city. Also, consider support of programs to improve and maintain international cooperation. Examples of programs include industry-specific international trade fairs, export trade linkages for home-grown businesses, and Sister Cities programs.	No change.
ED15	ED11	Recognize the importance of tourism and its support of international trade as well as its contribution to the health of the Seattle retail core.	Relocated to sectoral strategies section.
ED16	ED31	Support the principle of regulatory reform in order to strike a balance between the financial impacts of regulation on businesses and developers, and maintaining an appropriate level of safeguards for the environment and worker safety, consistent with the goals and policies of this plan.	Clarity
ED17	ED32	For regulatory activities that affect land development, consider	Clarity.

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		ways to achieve greater predictability and efficiency conduct permit processing within shorter timeframes, streamline regulations, eliminate unnecessary layers of control and promote predictability in the review of permit applications, consistent with the goals and policies of this Plan.	
ED18	ED33	Consider use of programmatic environmental impact statements (PEIS) for geographic-specific plans, or other approaches , which may help reduce the permit processing time and increase predictability for individual development projects.	Clarity. "or other approaches" does not make clear if it is referring to other approaches than a PEIS or other approaches than a geographic-specific plan.
ED19	ED34	Recognize the importance of maintaining and enhancing the City's tax base, including property taxes, sales taxes and business and occupation taxes, to provide funds for capital facilities and city services for existing and future populations.	No change.
ED20	ED35	Periodically assess the effects of City policies regarding taxes, fees, or utility rates on economic development goals, considering the balance between economic development goals, financial health of City government, cumulative debt and tax burdens of overlapping jurisdictions, and goals of the Comprehensive Plan.	No change.
ED21	ED36	Strive to increase communication among government, businesses, major institutions and other entities that may provide economic opportunities, in order to: (a) enhance the common understanding of issues related to employment growth, business competitiveness, public policy goals and program implementation and (b) promote partnerships between government and business to achieve the goals of this plan.	No change.

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ED22	ED37	Strive to anticipate and lessen the impacts of involuntary job changes through efforts to retain businesses in Seattle and by providing those businesses with the opportunity to thrive.	No change.
ED23	ED38	Strive to work with the business community and the residential community equitably to identify and promote areas of common interest and to facilitate the resolution of conflicts in a manner that recognizes and respects legitimate differences.	No change.
ED24	ED39	Strive to improve coordination of information and services among government offices which affect the viability of business in Seattle. Seek to better coordinate changes to City policies and programs with other jurisdictions within the region, in order to more effectively participate in the development and implementation of state, regional and county economic development goals.	No change.
ED25	Deleted	Strive to coordinate the provision of public services in ways that implement Comprehensive Plan goals for business and employment growth.	Deleted. All public services are to be provided in ways that implement Comprehensive Plan goals – across all elements.
ED26	ED40	Periodically analyze available economic information to understand the City's economic base and the regional economy in order to review and adjust as needed the City's economic development goals and policies.	No change.
Infrastructure and Capital Facilities			
Discussion	Discussion	An adequate infrastructure is fundamental to Seattle's ability to attract and retain jobs, to enhance business growth and use existing development capacity to achieve job growth targets. The	No change.

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		following policies supplement the policies in the capital facilities, utilities, and transportation elements by addressing ways in which the City's infrastructure plans and capital investment decisions can support its economic development goals. Additional detail may be found in these other Plan elements.	
ED27	ED41	Seek to coordinate, where appropriate, City investment in utilities, transportation and other public facilities with business, employment and economic development opportunities.	No change.
ED28	ED42	Encourage deployment of improvements in technology and the telecommunications system within Seattle with the goals of: <ul style="list-style-type: none"> a. Equitable access for all service providers that use the distribution network in reaching their customers. b. Competition that promotes state of the art services and competitive pricing. c. Universal access to citizens, businesses and institutions within Seattle. d. Effectiveness based on: (i) flexibility, (ii) system security, (iii) reliability and (iv) affordability. 	No change.
ED29	ED43	Take into consideration the ability of technology and telecommunications technology to enhance the provision of City services to citizens and businesses when making City investments in communications and computer systems.	No change.
ED30	ED44	Encourage the development of technology and telecommunications infrastructure city-wide and region-wide.	No change.

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Business Start-Up and Growth			
Discussion	Discussion	The majorities of Most businesses in Seattle have fewer than 100 employees and most have fewer than 10 employees. Sectors with a high proportion of small businesses include construction, wholesale trade, manufacturing, retail and related services. Working capital and other forms of financial assistance are an important component of business start-up and growth.	Clarity.
ED31	ED45	Continue to promote close working relationships between Seattle's financial institutions and its business community. Where appropriate, promote the development of new initiatives and innovative programs to lower the cost of borrowing or to assist small business growth, through increased access to capital.	No change.
ED32	ED46	Where appropriate, support efforts to assist small business through technical assistance for business start-up and/or expansion.	No change.
ED33	ED47	Recognize that artists make a significant contribution to the local economy as small businesses, and support efforts to ensure that Seattle's artist communities may thrive within the city.	No change.
ED34		Seek ways to improve the environment for small businesses to thrive in Seattle, where consistent with the goals and policies of this plan.	Redundancy. This is addressed in Business Climate.